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May 14 1955

The Honorable  
The Secretary of Defense  
Washington 25, D. C.

Dear Mr. Secretary:

As you know, the Central Intelligence Agency wartime mission is in two basic categories, viz: (a) those tasks imposed by the National Security Council, and (b) unconventional warfare, in support of the Theater Commanders, as provided in the Command Relationship Agreement between the Joint Chiefs of Staff and this Agency. The Agency is currently formulating a comprehensive Personnel Mobilization Program in an effort to ensure that fully qualified personnel will be available to enable it quickly and efficiently to meet its obligations under the stated mission.

It is certain that our mission will require rapid expansion in the number of military personnel directly supporting the Agency's activities. Military status will be mandatory in a large portion of overseas activities and the training of military personnel in skills peculiar to CIA will require additional military instructors from within the Agency. Reservists who possess both military and Agency training will be available for active duty without the expected delays caused by security clearances, travel, etc., to meet rapidly and effectively the additional military personnel requirements.

The Agency has employed appreciable numbers of personnel with reserve status acquired during World War II and in the recent Korean emergency, many of whom are now occupying key positions. Preliminary estimates, which have been furnished the Service Secretaries, indicate that our mobilization requirements for military personnel will far exceed the assets available within the Agency. Based on the concept that these reservists constitute one of the most vital sources of highly trained military personnel needed to meet our immediate mobilization requirements, my immediate concern is that policies and procedures be developed which will ensure that they

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are properly administered and trained, in a manner equitable to both the Services and the Central Intelligence Agency.

I believe such a program would be of mutual benefit. Aside from being in the best interests of the Agency, an adequate and effective CIA reserve program would benefit the Services at least in the following respects:

(a) Our personnel requirements against the Military Departments during a war or national emergency would be reduced by the number of Agency reservists utilized in a military status.

(b) A pool of intelligence and unconventional warfare specialists would be available in peacetime to the Armed Forces to serve for short active duty periods to instruct or to perform other specialized duty.

(c) With the intensified association between the Armed Forces and CIA in the event of a national emergency, it would be of considerable value to the Armed Forces to have among our employees individuals who are kept current on military policies and procedures.

In view of the above I would like to suggest that an ad hoc Committee be appointed, composed of representatives from the Office of the Secretary of Defense, the Military Departments and the Central Intelligence Agency, to study policies and procedures governing CIA employees who are Military reservists. I would hope that such a Committee would include in its studies such problems as the following, and would recommend the development of policies and procedures which will:

(a) Provide opportunities for Agency reservists to assume their responsibilities for maintaining military proficiency, and to enable them to secure advancement in military grade commensurate with their age and experience.

(b) Enable Agency reservists, in a manner consistent with security, to remain eligible for at least the same privileges and benefits which accrue to other reservists, including a proportionate share of active and inactive duty training, promotion and retirement credit.

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(c) Establish a pool of highly qualified and trained personnel, to be a part of the Military Services Mobilization assignment to CIA.

Sincerely,

Allen W. Dulles  
Director

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